

Right Advice - Early CAS Challenge

Metrics:

- Number of ASPs and RFP reviews participated in (Top Level Metric)...FY 97 target = +20%
- Number of repeat customer requests for ASP or RFP review support...FY97 target = +10%

Why these metrics?

- Measure our involvement in earliest stages of acquisition, when our insights are most beneficial.
- Repeat business an indicator of customer satisfaction.

Metric Owners:

- HQ - Dave James
- DCMDE - Christine Yancey
- DCMDW - Mark Zenthoefer
- DCMDI - Dave Berry

What's hot with Early CAS?

- Plan to improve gathering and dissemination of acquisition planning and RFP development best practices (See attached copy of plan from ITS)
- Deployment of CAO Consortiums (See attached copy of plan from ITS)
 - Teams of CAOs either in close proximity to customer or possessing specific contractor/product expertise
 - Consortium efforts coordinated by Lead CAO
 - Consortiums provide primary source of Early CAS support to a given customer, developing long-term support relationship while minimizing TDY expense.
- Early CAS Corner established on DCMCHomepage
 - Relevant info on Early CAS in one place
 - Currently holds Early CAS Teaming Guidebook, Sources of Useful Information,...other info including best practices/lessons learned to follow.

Concerns:

- Not a concern so much as a point of emphasis... Under Plan to improve gathering and dissemination of Acquisition and RFP review lessons learned, former MDLP graduates and CAO Early CAS SOC's will be tasked in next couple of months to interview PI, ACO, liaison, and other personnel in an attempt to capture their insights in specific acquisition areas. We need complete cooperation and best efforts of field personnel in responding to interviews/questionnaires regarding acquisition planning and RFP review lessons learned.

Future Direction:

- Continuing primary emphasis on supporting acquisition planning and RFP review. Continued emphasis on capturing lessons learned to continually build DCMC's corporate knowledge base in these important areas.
- Continuing secondary emphasis on other aspects of Early CAS (e.g. source selection support).

RIGHT ADVICE - FLIGHT OPS

WHAT?

- Task 1.2.1.6 - Engage in activities to influence the reduction of the number of reportable . . . mishaps by 20% and the annual cost . . . by 25%
- Data Collected - Aircraft flight, flight-related, and ground mishaps, Ammunition and Explosives (A&E), and Chemical Surety Materials (CSM) mishaps
- Mishap data is reported in accordance with DLAI 8200.4

WHY?

- To assess the effectiveness of DCMC administration of contracts containing the Ground and Flight Risk Clause (DFARS 252.228-7002) and to assess the ability of AQOI policies and training programs to positively impact contractor mishap rates.

HOW?

- Automate data collection process and train field personnel on new collection procedures
- Establish AQOI Risk Management Policy
- Validate new Aviation Maintenance Manager (AMM) course
- Revise IOA checklists
- Refine and Implement revised Specialized Safety Assessment
- Conduct quarterly follow-on APT training
- Publish updates to DLAI 8200.4, 8220.3, 8210, and 8280.1

EXPECTATIONS?

- Control and reduce the number and cost of contractor flight, ground, A&E, and CSM mishaps

WHO?

- Data is collected, and DCMC policies are enforced by members of DCMC appointed Aviation Program Team (APT) members. The APT consists of DCMC Government Flight Representative (GFRs), Specialized Safety (SS) Personnel, and Aviation Maintenance Managers (AMMs). These personnel are stationed at major contractor facilities throughout the world for both resident and non-resident administration of the GFRC.
- POCs:
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RIGHT ADVICE - Percentage of DCMC Software Recommendations Adopted

WHAT?

- Task 1.2.1.4: Percentage of DCMC Software Recommendations Adopted - Feeder Metric to RIGHT ADVICE METRIC
- Definition: Improve the effectiveness of weapon system software developments by ensuring that at least 65 percent of DCMC software findings/recommendations are made prior to coding and unit tests and at least 30 percent of these should be adopted.
- Computations:
 1. Percent of DCMC software findings/recommendations made prior to coding and unit tests = (# of Recommendations made before coding and unit tests) divided by (Total # of Recommendations).
 2. Percent of DCMC software findings/recommendations adopted prior to coding and unit tests = (# of Recommendations made before coding and unit tests that were Adopted) divided by (Total # of Recommendations made before coding and unit tests).

WHY?

- New Metric- Beginning FY 97 data will be collected and analyzed.
- Purpose of metric is to analyze and improve the effectiveness DCMC's software surveillance efforts.
- FY 97 performance goal is at least 65% of DCMC software recommendations should be made prior to coding and unit tests and at least 30% of these should be adopted.
- Current performance is 57% & 48% respectively. However, since it is a new metric, it will take some time to populate it with a reasonable level of confidence.

HOW?

- In order to collect metric (and other related) data on a consistent basis, SPECS (Software Professional Estimating & Collection System) was deployed beginning 1 Oct 96. Data will be collected monthly and analyzed on a quarterly basis.
- SPECS training completed (Jul-Nov 96).

EXPECTATIONS?

- Improve the payback of DCMC's investment in software surveillance efforts.
- Improve the effectiveness of our customer's weapon system software developments.
- HQ, Districts, CAO's, need to work together and share Best Practices.

WHO?

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DCMC Software Center

WHAT?

The DCMC Software Center supports FY97 Right Advice and Workforce Challenge Tasks:

- Tasks 1.1.1.4 and 1.2.1.3, Software Reviews on Contractor and Government Agencies
- Task 1.2.1.4, Percentage of Software Comments Adopted
- Task 5.1.1.6, Percentage of Software Certified Professionals

The DCMC Software Center:

- Performs specialized S/W acquisition life cycle activities in Early CAS through post-award CAS environments
- Provides comprehensive DCMC process and customer focus throughout all organizational levels
- Provides credible and consistent software-related technical support to external and internal customers throughout all phases and levels of the DoD Software Acquisition Life Cycle
- DCMC National asset--Available to DoD as single point of contact for Software Acquisition Life Cycle support activities

The DCMC Software Center will be comprised of about 56 Software Subject Matter Experts:

All Software Professional Development Program (SPDP) Level III Certified personnel

~ 6 physically co-located at DCMDE, Boston ~ 50 dispersed across DCMC Field Activities
- IOC: 15 Nov 96 - FOC: Jan 97

WHY?

DCMC's Software involvement is increasing:

About 1/4 of Early CAS efforts request software expertise

DCMC administers over 6,500 contracts, valued at \$256 B, involving 4 B Source Lines of Code (SLOC)

DCMC Software Center responsibilities include:

- Evaluating contractor software development capabilities and processes
- Analyzing software size, schedule, quality, and cost estimates
- Performing Trend Analysis of DoD and Industry Performance Measurements
- Identifying and Standardizing use of Software Surveillance Tools
- Providing CAO Support
- Performing SPDP resource evaluations--CASPAT directed, skills required, available, and shortfalls

HOW?

- HQ DLA/CAI issued General Order for Software Center 4 Nov 96
 - Principal Staff Element of DCMDE providing funding and administrative support
 - HQ DCMC/AQOF provides functional and operational direction
- HQ DCMC issue Software Center policy letter to field (GO, charter, OPLAN, etc.) by 8 Nov 96
- HQ DCMC/AQBA & AQOF finalize, advertise, and select Software Physical Centers/Staff:
 - Team Ldr (O-6/GS-15) (or -14/-15 so that -13s can apply?) -- Reports to AQOF Team Chief
 - 6 Team Members (-13/-14) -- Report to Software Physical Center Team Leader
- Train/Certify 45 additional software professionals at SPDP Level III by Jan 96

EXPECTATIONS?

- Increase Qty of S/W Process Reviews of Contractors and Government Agencies to 25 & 4, respectively
- Increase %age of S/W Recommendations Made and Adopted before Coding & Test to 65% & 30%, respectively
- Increase %age of SPDP Level II and Level III Certified personnel to 65% & 10% of baseline, respectively
- Enhance DCMC and DoD ability to administer software intensive contracts through development of a focused and trained, consistent and credible workforce
- All SPDP Level III Certified resources will provide up to 51% of their time performing DCMC Software Center tasks and will be physically located at Contract Administrative Offices (CAOs) throughout DCMC

- SPDP Level III resources support will be documented in their respective AO's Business Plan and the employee's position description and performance evaluation rating factors

WHO?

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RESPONSIBILITIES (exerpted from Draft DCMC Software Center Charter):

- DCMC focal point for coordinating, managing and responding to customer requests for software source selection, post-award, and other technical support and process evaluation activities
 - Tech support and process evaluation responsibilities include:
 - Software Capability Development Capability, and Risk Evaluations ISO Audits;
 - Automated Data Processing Equipment Reviews and Joint Logistic Commanders Meetings
- Support HQ DCMC in leading the OSD-directed DoD IPT to establish and maintain a centralized repository for all DoD performed software development capability review output data
 - Establish and maintain a process for tracking, analyzing, and reporting contractor software development performance and provide data and analysis to DCMC customers (DCMC DoD, and Civilian Agencies)
 - Establish and maintain a secure data repository environment to protect compromising of source selection sensitive information provided to the DCMC Software Center
- Identify, evaluate, standardize, modify, maintain, or make available software automation and mission support tools and techniques useful to DCMC software professional community and throughout DoD
- Establish and maintain a process for tracking, analyzing, and reporting DCMC's performance in carrying out the CAS mission relative to surveillance of the Software Acquisition Life Cycle
- Support HQ and the Districts in all topics related to Software Acquisition Life Cycle surveillance:
 - Recommend policy; develop training; perform reviews, audits, and resource studies; market DCMC skills; support liaisons and participate in DoD, Federal Agencies, Industry, professional societies, and academic software organizations to minimize duplication of effort, share initiatives, and convey lessons learned
- Assume Lead Agent responsibilities for the Software Professional Development Program (SPDP) and coordinate program implementation with HQ and District Workforce Development SPDP Manager
 - Establish and maintain process for tracking, scheduling, and managing DCMC's SPDP Certified Level III/Aspiring to be Level III resources, and task them to perform DCMC Software Center mission activities

RIGHT ADVICE - Software Capability Reviews on Government

WHAT?

- 1.2.1.3 - Software Capability Reviews on Government activities - feeder metric to RIGHT ADVICE.
- Definition: Provide support, as requested, to evaluate the capabilities/effectiveness of Military Department/Defense Agency software development organizations and coordinate contractor software process evaluations.
- Computation: Add one to total performed.

WHY?

- Purpose of Performance Goal: To provide the right advice to Military Department/Defense Agency who develop software to better their development processes. To become a recognized provider of service that is effectively, cost beneficial, and of good quality to the requester. To foster software process improvement with DoD.
- FY 97 Performance Goal: Anticipate 2-4 such requests during FY 97 DCMC-wide.
- Current Performance: One firmly planned - Aug 97 Offuit AFB, NE

HOW?

- Process in place for all requests to be made through AQOF.
- Software Center, when established, will become the single point of contact for DCMC and will maintain count.

EXPECTATIONS?

- DoD improves because of the process improvement by the requestor.
- DCMC improves by gaining experience in performing. Impacts the individual team members surveillance activities by providing them experiences from other developers.
- Continuing marketing of DCMC capabilities and perceived need for this type of evaluation.

WHO?

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RIGHT ADVICE Software Process Evaluations - Contractors

WHAT?

- Task 1.1.1.4 Software Process Evaluations on contractors.
- Definition: Perform a minimum of 25 formally recognized software process assessments DCMC-wide (e.g. Software Capability Evaluations, Software Risk Evaluations, ISO Software Audits, etc.) including those performed as part of Early CAAS efforts.
- Computation: Add 1 to total performed.

WHY?

- Purpose of Performance Goal: Provide advice to source selection decision makers. Ensure process improvement within DoD software development community.
- FY 97 Performance Goal: Anticipate 25 such requests during FY 97 DCMC-wide.
- Current Performance: One firmly planned - Oct 96, ESC Buying activity

HOW?

- Process in place for all requests to be made through AQOF.
- Software Center, when established, will become the single point of contact for DCMC and will maintain count.

EXPECTATIONS?

- DoD improves because of the process improvement by the contractor with the feedback provided.
- DCMC improves by gaining experience in performing. Impacts the individual team members surveillance activities by providing them experiences from other developers. Provides a focused surveillance plan at a plant where an SCE is performed.
- Continuing marketing of DCMC capabilities and a perceived need for this type of evaluation. Budgets available from buying activities.

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RIGHT ADVICE - Single Process Initiative

WHAT?

- Task 1.2.3.3 - Single Process Initiative
- Definition: Support common process/block change proposal modification process.
- Computation: Processes modified divided by Processes submitted.

WHY?

- Purpose of Performance Goal: To provide the right advice to Industry, Buying Activities and GAO's in order to further enhance participation, understanding and success of the Single Process Initiative.
- FY 97 Performance Goal: Successfully modify all proposed processes submitted.
- Current Performance: 31% of processes submitted have been modified as of 10/15/96. Note: This is a very dynamic process where statistical figures change weekly.

HOW?

- Promote SPI
- Conferences & Symposiums, Road Shows, Speaking engagements

EXPECTATIONS?

- DoD improves by gaining the benefit of simplified processes at reduced costs
- DCMC benefits by serving as a single DoD point of contact and manager of the SPI process which improves customers perceptions of the value-added services that DCMC provides.

WHO?

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RIGHT ADVICE - Preaward Survey (PAS) Timeliness

WHAT?

- Task 1.1.1.1 - Preaward Survey Timeliness
- Definition: The percentage of preaward surveys completed on or before the original date required by the buying activity.
- Computation: The percentage is computed by dividing the quantity of preaward surveys in the population which were completed on or before the date appearing in Block 10, Date Report Required, SF 140 (Preaward Survey of Prospective Contractor (General)), by the total quantity of preaward surveys in the population and multiplying the result by 100.

WHY?

- Purpose of Performance Goal: Continually improve the process to help customers craft better contracts and make better contractor selections.
- FY 97 Performance Goal: 80%
- Current Performance: All "Green" (DCMC 91%, DCMDW 89%, DCMDE 94%, DCMDI 90%) - a/o Sep 96.

HOW?

- Continued Command interest in PAS Program.
- Continued emphasis on meeting buying office need date.
- Negotiating with buying office on need date and complexity of PAS.
- Preaward Survey Reform Team
 - DSCC and ATCOM not happy
 - PAS Reform Team will look at:
 - Decreasing DCMC Cycle Time (30 to 24 days)
 - Increasing PAS Goal from 80% to 85%
 - Quality of PAS Reports
 - DCMC Birmingham has lead (Vic Perkins)
 - 8-person team (including ATCOM and DSCC)
 - 3 meetings; HQ funded (pending) - \$31K
 - Report due NLT Apr 97

EXPECTATIONS?

- Continued use of DCMC in the source selection process.
- Improved PAS reports to buying offices

WHO?

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RIGHT ADVICE - Contractor Alert List (CAL)

WHAT?

- Task 1.1.1.1 - Contractor Alert List
- Definition: The percentage of contractors having poor current performance records that are listed on the CAL.
- Computation: The percentage is computed by dividing the quantity of contractors listed on the CAL by the quantity of contractors in the population and multiplying the result by 100.

WHY?

- Purpose of the Performance Goal: Continually improve the process to help customers craft better contracts and make better contractor selections.
- FY97 Performance Goal: Revise criteria used to place contractor on CAL.
 - New criteria out for public comment (Federal Register)
 - 12 contracts delivered in prior 12 months and 65% on-time delivery rate
 - Level III or IV Corrective Action Requests (CARs)
 - Actual or potential negative PAS (financial)
- Current Performance: Non-rated as a metric. Field activities still using old criteria.

HOW?

- Improved policy will improve ambiguous guidance. New criteria/policy replaces old criteria/policy listed in DLAR 8300.6, 5 May 1989.

EXPECTATIONS?

- Improved and less ambiguous CAL guidance/policy.
- Simpler criteria for placing contractor on CAL

WHO?

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Right Advice - Reduction in the Amount of DoD Property

WHAT?

- Performance Indicator: The percentage of reduction of the cost of DoD property in the possession of contractors.
- Metric Computation: Acquisition cost of DoD property in the possession of contractors that is added to the annual inventory of property compared to the cost of property that is deleted from the annual inventory of property.
- Metric type: Indirect feeder to *Right Advice*.

WHY?

- One of the primary goals of the DCMC contract property management strategy is to convince our customers to be more discriminating in their decisions whether or not to provide Government property to DoD contractors. By helping ensure adoption of prudent business practices and FAR policies, a significant reduction in the \$70 billion worth of Government property in the possession of contractors can be achieved.
- FY 97 Performance Target: None established to date.
- Improved performance saves the Government money.
- Current Performance Level: \$2.5 billion dollar increase in Government property during FY 95 (FY 96 data will be available in Dec 96).

HOW?

- Influencing our customers to provide less property (thus leading to a reduction in the amount of Government property in the possession of contractors) will be pursued through the early CAS initiative and other customer forums, and by performing more aggressive acquisition and utilization reviews during performance of the property management process.

EXPECTATIONS?

- What is required by DCMC (HQ, DCMDs and CAOs, separately, and in concert) to achieve successful performance? DISCUSSION ITEM.

WHO?

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Right Advice - Amount of Property Reported Excess

WHAT?

- Performance Indicator: The percentage of the acquisition cost of aDoD property in the possession of contractors that was reported excess to contract requirements during the reporting period.
- Metric Computation: Acquisition cost oDoD property in the possession of contractors that is reported excess during the reporting period compared to the cost of aDoD property in possession of defense contractors.
- Metric type: Indirect feeder to *Right Advice*.

WHY?

- One of the primary goals of the DCMC contract property management strategy is to ensure property that is no longer needed for contract performance is identified and reported excess. By helping ensure prompt reporting of excess Government property, a significant reduction in the \$70 billion worth of Government property in the possession of contractors can be achieved.
- FY 97 Performance Target: None established to date.
- Improved performance saves the Government money.
- Current Performance Level: First data will be available in Dec 96.

HOW?

- Ensuring prompt identification and reporting of excess Government property will be pursued through conducting more proactive utilization reviews during property system analyses, and will involve procedures such as requiring contractors to document Government retention justification for all property not currently being used, by questioning retention of property that has been stored for extensive amounts of time without apparent contract requirements, and by applying available remedies to contractors whose property systems do not effectively identify and report property no longer needed for contract performance.

EXPECTATIONS?

- What is required by DCMC (HQ,DCMDs and CAOs, separately, and in concert) to achieve successful performance? DISCUSSION ITEM.

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RIGHT EFFICIENCY - CONTRACT CLOSE-OUT

WHAT?

- Business Plan reference: 97-1.3.1
- Performance Goal: Right Efficiency
- Metric: ContractCloseout
- Definition: The percentage of contracts overage which are physically complete and have not closed within the time standards set forth in the Federal Acquisition Regulation (FAR).
- The metric contractcloseout is an indirect feeder for the performance goal Right Efficiency.

WHY?

- The purpose of this metric is to track DCMC's performance in closing out contracts IAW the established time frame of the FAR. DCMC will ensure the proper actions are taken, including those actions relating to funds reconciliation, patents and royalty reporting, plant clearance, property administration, and security so that contracts can be closed within the time standards set forth in the FAR.
- The FY 97 business plan goal is 20% for contracts w/out canceling funds and 5% for contracts with canceling funds. DCMC's objective is to continue to improve the contractcloseout process reducing activity based costs associated with contractcloseout procedures. DCMC's performance as of the Nov MMR was 14% for contracts overage without canceling funds and 5.8% for contracts with canceling funds. This data indicates contracts are for the most part being closed out IAW the prescribed time frame set forth by the FAR. The DCMC Metric Guide Book is currently in revision and will be published in the near future. The revised guide book will reflect a new metric for contracts overage with canceling funds entitled (Percent Overage with Canceling funds).

EXPECTATIONS?

The following actions are recommended by HQ's DCMC, Districts, and CAO's jointly and separately to successfully achieve and sustain the FY 97 performance goals.

HOW?

- HQ DCMC
 - Implement revised One Book Process
 - Ensure that the May 95 "Best Practices and Lessons Learned Handbook is distributed to the lowest level at each DCMC office.
 - Continue close coordination with Districts and open dialogue to achieve the target performance goals.
 - Complete AWR to MOCAS providing districts and CAO's with an additional tool to capture date for contracts overage w/canceling funds.
- Districts and CAO's
 - Organize teams and strategy to close contracts as quickly as possible
 - Use Quick Closeout procedures given every opportunity if applicable
 - Influence and stay on top of the following contractcloseout process drivers
 - Contracts awaiting final overhead rates
 - Contracts awaiting final invoice
 - Contracts awaiting final payment for reasons including posting errors and not enough of the correct FY funds.
 - Contracts awaiting final audit results

WHO?

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RIGHT EFFICIENCY-REDUCTION IN OVERAGE TERMINATION FOR CONVENIENCE DOCKETS

WHAT?

- Performance indicator: The Percentage of Overage Dockets On-Hand.
- Metric Computation: Calculated by dividing the quantity of dockets in the population which are overage by the total number of dockets in the population and multiplying the result by 100.
- Metric type: Indirect feeder to *Right Efficiency*.

WHY?

- Allowing Termination Dockets to remain open increases cost to the government via overhead rates, and administrative cost to manage dockets on both the government, as well as the contractor's behalf.
- Overall cost to terminate are also increased due to continued proposal revisions.
- The longer dockets remain open, the greater the risk of PCO's receiving increased contractor claims, and funding requirements from new procurement budgets.
- The Tax Payer demands the most efficiency obtainable from DCMC.
- FY97 Performance Target: 15%

HOW?

- TCO's must take an aggressive approach to resolving issues within their influence. If resolution is not apparent, elevate issues to management for action. We must take an aggressive approach to making decisions while keeping in mind that a termination settlement objective is a fair and equitable agreement that meets the needs of the contractor and the tax payer.
- District Burndown plans need to be developed, and worked during FY97

EXPECTATIONS?

- DCMC has worked the termination dockets down to a level where complex resolutions remain. TCO's will be expected to utilize their foremost expertise to bring issues to closure.
- Districts will be expected to provide management guidance, be a technical resource, and monitor Burndown performance.
- HQ will provide leadership, policy, technical assistance, management direction, goals, objectives, and regulatory guidance. HQ will remove impediments inhibiting successful completion of set goals, and objectives.

WHO?

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RIGHT EFFICIENCY - PERCENT OVERAGE WITH CANCELING FUNDS

WHAT?

Performance Indicator: FY 97 Performance Plan Goal 1.3.1—Continually improve all facets of the contract closeout process so that not more than 5% of physically completed contracts that have funds due to cancel *and not more than 20% of physically completed contracts that do not have funds due to cancel at the end of the FY are overage for closeout.*

- Metric: 4.2.2.1 Percent Overage with Canceling Funds (NOTE: New metric, not yet released/published)
- Metric Computation for 5% with Canceling Funds:

$$\frac{\# \text{ PART A OVERAGE CONTRACTS w/CANCELING FUNDS}}{\text{TOTAL \# PART A OVERAGE CONTRACTS}}$$

WHY?

- DCMC Performance Plan Objective 1.3 is to perform operational post-delivery services for customers to ensure timely performance of all required final contract administration actions. The associated goals were established with this objective in mind.
- The 1991 Appropriations Act requires that funding activities identify and provide current year funding to pay invoices for which the originally obligated funds have canceled. The activities are limited to utilizing only one percent of their current year budget for the purpose of providing the necessary replacement funds. In an era of shrinking budgets, the loss of prior year funds and subsequent requirement to utilize current year funding in its place, may cause new planned budgeted, and congressionally approved programs to be set aside. To ensure the loss of funds and potential delay in contractor payment and contract closeout, an emphasis has been placed upon the management of canceling funds from the CAS perspective.
- The FY 97 target, as stated in the performance goal, is to ensure that no more than 5% of all contracts overage for closeout have funds not yet disbursed (LOs) against appropriations which will cancel at the end of the fiscal year.
- If this target is achieved, it is believed that less funds will remain undisbursed at FY end. This means less current year funding will be required to pay prior debts, fewer contracts will be held open awaiting the new funding, and final payment and closeout can be accomplished more efficiently.

HOW?

- Currently, some of the data necessary to calculate this metric is provided through the MOCAS databases using the "Spectra" query tool. When the automated changes are made to the MOCAS system, a query will not be necessary. NOTE: An interim manual data collection will be used until the modification to MOCAS is processed (see calculation above).
- HQ DCMC will track canceling funds throughout FY 97 starting in Oct and brief at the DMMR's.
- The purpose is to identify systemic drivers and address the problems before funds are canceled.
- HQ will coordinate with the districts and FASST team representatives to ensure accurate data is captured.

WHO?

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RIGHT ITEM - PERCENT CONFORMING ITEMS

WHAT?

- Definition: The percentage of source inspected items conforming to product specifications.
- Computation: The # of Usable Lab Tested Items divided by the Total # of Items Tested.
- 1.2.1 (b) - Top Level Metric to RIGHT ITEM.

WHY?

- Purpose of performance goal is to increase the number of usable items.
- FY 97 performance goal is to increase the FY 96 baseline by 5%.
- Improving this metric will:
 - reduce the amount of unusable material shipped from contractor's facilities
 - increase the customer's confidence in DCMC's capabilities
 - increase the customer's confidence in the readiness of stock issuances.
- Current Performance to date is 69%. Only one data point from small segment of test facilities (DSCC, DSCR, Watervliet, and Ogden Air Logistics Center).
- New Metric- historical data being collected and analyzed.

HOW?

- Establish consistent data flow.
- Root cause questionnaire developed and sent to Districts.
 - CAO's to perform root cause analysis on LAB Rejections.
 - Analyze and stratify field responses.
 - After 6 months of monitoring, assess progress and make appropriate adjustments.
- Review results of Product and Manufacturing Assurance Benchmarking Team
 - Revise Product & Manufacturing Assurance Chapter
 - Characteristics Selection Process & Risk Identification
 - Export Best Practices identified.
 - Additional performance goals/task: 1.2.1.1, 1.2.1.5, 2.1.5, 2.1.5.1, 2.1.5.2, 2.1.6.1

EXPECTATIONS?

- DCMC assess contractors capability to control process throughout the manufacturing process (manpower, measurement, methods, machinery, material, and environment)
- Identify high risk areas subject to variability
- Make risk based decisions using existing/performance data.
- Assure that examination of process outputs are commensurate with risk.
- Focus on critical processes in the manufacturing process.
- DCMC's characteristics selection process satisfies customer's expectations (desired item/finished product).

WHO?

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RIGHT ITEM - DESIGN DEFECTS

WHAT?

- Definition: Class I Engineering Change Proposals written by a contractor to correct a deficient design. (incompatibility (doesn't fit) with other configuration items, incorrect interfaces (can't communicate), safety considerations or hazardous conditions, etc.)
- Computation: Class IECs to Correct Design Errors divided by number of DCMC contracts multiplied by 1000.
- Task 1.2.1.1 - Indirect feeder Metric to RIGHT ITEM

WHY?

- Number of design errors can be an indicator of the health of the design process; therefore, the fewer design errors, the better the design process. This should be a catalyst for fewer occurrences of unusable item.
- Reduce by 10 percent the number oECs per 1000 contracts relating to design errors
- Continuous reduction in design related defects, thereby reducing the number of unusable material.
- Gauge DCMC's performance in Systems Engineering

HOW?

- Engineering design process is improved by incorporating Systems Engineering, Capability Maturity Model and Lean Enterprise Model.
- DCMC/Districts identify driving CAOs.
- CAOs identify root causes.
- Lessons learned are disseminated.

EXPECTATIONS?

- DCMC must influence/assist contractors and buying agencies in their efforts to correctly design products that are producible and meet functional and performance requirements.

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RIGHT ITEM - DESIGN DEFECTS

WHAT?

- Definition: Major/Critical Waivers/Deviations written by a contractor to temporarily depart from contract or configuration (physical make-up or fit) requirements. Major/Critical Deviation are submitted prior to the manufacture of the item and Major/Critical Waiver are submitted during or after manufacture of the item.
- Computation: M/C Waivers and Deviations divided by the number of DCMC contracts multiplied by 1000.
- Task 1.2.1.1 - Indirect feeder Metric to RIGHT ITEM

WHY?

- Number of M/C Waivers and Deviations can be an indicator of the health of the design/manufacturing process and reducing them can increase the success of design/manufacturing process. This should result in fewer unusable items.
- Reduce by 10 percent the number of major and critical waivers/deviations per 1000 contracts.
- Continuous reduction in manufacturing related M/C Waivers and Deviations.
- Gauge DCMC's performance in Systems Engineering

HOW?

- Engineering design process is improved by incorporating Systems Engineering - Capability Maturity Model and Lean Enterprise Model.
- DCMC/Districts identify driving CAOs.
- CAOs identify root causes.
- Lessons learned are disseminated.

EXPECTATIONS?

- DCMC must influence/assist contractors and buying agencies to correctly designed products that are producible and meet functional and performance requirements.

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RIGHT ITEM - FIRST PASS YIELD ON FIRST ARTICLES

WHAT?

- Definition: The percentage of first articles accepted by the PCO upon initial submittal.
- Computation: PCO approved first articles divided by total first articles.
- 1.2.1.5 - Indirect Feeder Metric to RIGHT ITEM.

WHY?

- Purpose of this performance goal is to increase the number of acceptable first articles submitted to the PCO.
- FY 97 Performance Goal is a 90% Acceptance Rate.
- Improving this metric will ensure that only acceptable first articles will be provided to the PCO.
- Current Performance to Date is 87%.

HOW?

- CAO's to Perform Root Cause Analysis on PCO Rejections.
- CAO's to Identify Process Drivers.
- CAO's to develop and implement a Corrective Action Plan to Achieve FY 97 Goal.

EXPECTATIONS?

- Continuous Improvement of the First Article Acceptance Rate will result in:
 1. Customer Satisfaction - Know what is driving PCO acceptance decisions.
 2. Acceptable First Articles = Acceptable Production.
 3. HQ, Districts, CAO's, Contractors need to work together and share Best Practices

WHO?

First Pass YieldPOC's:

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RIGHT ITEM METRIC - PACKAGING DISCREPANCIES

WHAT?

- Definition: The percent of source inspected shipments meeting contractual packaging requirements.
- Computation: The number of RODs per 1,000 Shipments
- Indirect Metric TO RIGHT ITEM

WHY?

- Improvement of this metric increases the percent of materials in ready to issue condition
- Assures right item is protected during the distribution cycle from source to customer
- Non-compliance packaging (and marking) results in frustrated shipments
- Requires non-productive expenditure of labor resources
- Exacerbates materiel readiness shortfalls
- May result in non-reimbursable monies spent to correct deficiencies
- FY 97 Performance Goal - N/A (i.e., pending accumulating data)

HOW?

- Establish a database at DCMDE
- Letter to DLA Field activities requesting copies of RODs be forwarded to DCMDE
- Develop analysis criteria
- Determine trend patterns with appropriate measurable performance ranges
- Expect initial ability to implement tracking 3rd Qtr FY 97

EXPECTATIONS?

- Improvement will reduce need for DCMC action to review/initiate corrective action with vendors
- Improved customer satisfaction with DCMC support
- Improve communications between District CAOs, ICPs and DDD's

WHO?

- HQ - Frank Guerrero/MMLSD/DSN427-3511, (703) 767-3511
- DCMDE - Ed Driscoll/DCMDE-OTPT/DSN955-4389, (617) 753-4389

PERFORMANCE GOAL 2.1.5

WHAT?

- Internal Process Standardization Challenge - DCMC FY97 Business Plan Performance
- Goal 2.1.5 - Standardize DCMC's policy development and deployment processes.

WHY?

- Primary Objective - Develop a "One Book of Tomorrow" that will provide a central, automated repository of standard Command policy and process information. Include a mechanism for influencing and controlling its content and structure over the long term and ensure ease of access and use.

HOW?

- To accomplish the Internal Process Standardization Challenge, the following tasks and milestones are planned:

Task 1 - Continue quarterly updates, through April 97, to the existing DCMC One Book - To ensure continuity between the "One Book of Today" and the "One Book of Tomorrow."

Task 2 - Reengineer the One Book - Rewrite Content - Efforts of DCMC One Book Rewrite Team to develop standardized contents for the "One Book of Tomorrow."

- Rewrite draft planned for DCMC Home Page posting in December 96
- Rewrite draft comment and review period will run through January 97
- Final edit, review and approval of new One Book content planned for March 97

Task 3 - Automate New Content - Efforts required to facilitate and transform "One Book of Today" into an automated reference tool with functionality similar to the DOD Acquisition Deskbook.

- Provide DCMC Home Page email links to facilitate receipt of comments on draft rewrite chapters - in process
- Develop an Operational Requirements Document (ORD) to support the One Book automation requirements - to be completed in Dec 96
- Post new One Book on DCMC Home Page (will be considered Version 3.0) in April 97
- Continue to provide enhancements to Version 3.0, in the form of additional links through June 97
- Post One Book with full automated functionality on DCMC Home Page by Sep 97

EXPECTATIONS?

- Because the output product of Performance Goal 2.1.5 provides the operational and business management policy for the workforce, the customer and supplier relationships of many DCMC personnel must be considered.
 - DCMC Headquarters' Workforce Strategy Team has the management responsibility for ensuring successful accomplishment of Performance Goal 2.1.5.
 - The DCMC One Book Rewrite Team, consisting of cross functional DCMC field employees, led by an AQOJ team member, has the responsibility to develop the actual content of the new One Book, in conjunction with the DCMC Headquarters' policy owners.
 - As recipients of the end product, the DCMC field employees have the responsibility to use the product and identify improvement opportunities for future versions.

- Clarification: The DOD AcquisitionDeskbook, which has been distributed to the DCMC workforce via CDROM, contains the latest version of our One Book. The plan is to continue to provide One Book quarterly updates in theDeskbook. However, when the future One Book is finalized, it will contain Internehyperlinks toDCMC's internal documents, such as our Business Plan, Metrics, and PLAS data. We do not intend to have these types of links available from theDeskbook. TheDeskbook provides links to FARDFARs and Service Acquisition regulations. (A one-on-one demo of theDeskbook will be available during the Conference.)

WHO?

- DCMC Internal Process Standardization Challenge Owner: Ms. Carol Collins, AQOJ, 703-767-2352 or DSN 427. (Ms. Collins is also the DCMC One Book Manager and the One Book Automation Requirements Officer)
- DCMC Rewrite Team Leader: Ms. KathyZalonis, AQOJ, 703-767-2365 or DSN 427.
- DCMC Automation Project Officer: Mr.Vic Szabo, AQAC, 703-767-2372 or DSN 427.

Right Price - Realize Savings & Avoidances

WHAT?

- Performance Indicator: Return on Investment (ROI) measure based on the ratio between Costs Saved or Avoided and DCMC's Total Operating Costs.
- Metric Computation: Total Costs Saved or Avoided Divided by DCMC Total Operating Costs (Computation of the "Components" of Savings and Avoidances vary).
- Metric Type: Top Level *Right Price* Measure

WHY?

- A positive ROI is one of the ways that DCMC's value to the federal acquisition process is demonstrated.
- FY 97 Performance Target: A ratio of \$6.44:1 (i.e., \$6.44 of savings and avoidances for every dollar we spent). This equates to a 10% increase from that achieved in FY 96 (\$5.85:1).
- Improved performance, i.e., a greater ROI, allows our customers to buy more and/or better supplies and services.
- Current Performance Level: Unknown--the first report for FY 97 results isn't due until mid-December.

HOW?

- The only plans for this measure at this time (see extract from DCMC Initiative Tracking System attached) are to (1) complete analysis of the FY 96 data and identify areas for growth and (2) track our progress in FY 97.

EXPECTATIONS?

- What is required by DCMC (HQ, DCMDs and CAOs separately, and in concert) to successfully achieve the FY 97 target? DISCUSSION ITEM.

WHO?

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Right Price - Overage Unfinalized Contractual Actions (UCAs) On-Hand

WHAT?

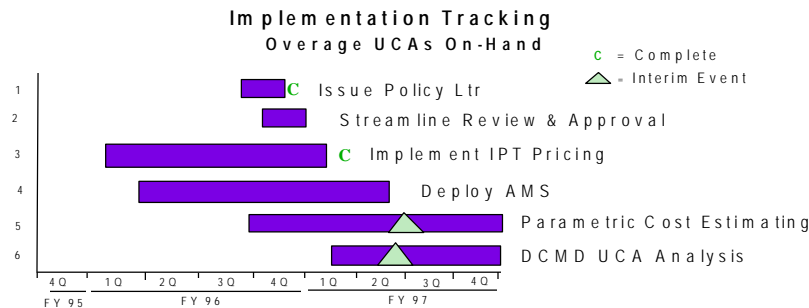
- Performance Indicator: Percentage of Overage UCAs On-Hand
- Metric Computation: # Overage UCAs On-hand Over 180 Days Old/Total #UCAs On-Hand
- Metric Type: Indirect Feeder to *Right Price*

WHY?

- Statute, Regulation, DoD Policy and DCMC policy require timely finalization of UCAs and Change Orders (timeliness is defined as finalization within 180 days). The objective of these rules is to minimize the amount of money obligated against UCAs since this contracting method doesn't significantly incentivize the contractor to control costs, i.e., under a UCA, the Government bears a disproportionate amount of cost risk. The sooner the UCA is finalized, the sooner the contractor assumes the degree of cost risk commensurate with the potential profit available under the pricing arrangement/contract type.
- FY 97 Performance Target: Not more than 10% overage
- Improved performance may result in better contract prices and the return of excess funds for buying offices to use for other requirements.
- Current Performance Level: 35% of DCMC's UCA backlog, valued at over a billion dollars, is overage.

HOW?

- The plan to deal with this situation is shown/discussed below (extract from DCMC Initiative Tracking System).



Explanation of Milestones

1. Issue Policy Letter. COMPLETE. Ltr issued Sep 9 provides overview of DCMC UCA situation, strategy for dealing with them, and affirms corporate commitment to work this issue. Ltr issued Sep 26 deals with subject of requisite authority for ACOs to issue UCAs.
2. Streamline Negotiation Memoranda review/approval process. DRAFT OUT FOR COMMENT. Expediting this process will allow negotiations to begin quicker (on prenegotiation position established) and finalizing modifications to be issued sooner after agreement is reached. Should help to some degree.
3. Implement IPT Pricing. COMPLETE. This helps by eliminating the internal pricing report (thus the redundancy between that report and the prenegotiation objectives memorandum), freeing up pricing resources to help negotiate finalization proposals. In the past, the Pricers would have prepared a report and sent it to the ACO who would then prepare prenegotiation objectives memorandum and negotiate.
4. Deploy Pricing & Negotiation Module of Automated Metrics System (AMS). SYSTEM FUNCTIONALITY CERTIFIED OCTOBER 31. This system helps in two ways; (1) data reporting is automatic and imposes no increased burden, i.e., logs that are kept now are simply kept in an electronic format, (2) queries are made easier, e.g., The answer to UCAs on hand that will be overage in 60 days for which the contractor has not yet submitted a qualifying finalization proposal" is hard to obtain when data is maintained manually but with this system is just (a dozen) keystrokes away.

5. Parametric Cost Estimating/IGE. Not to be confused with the Reinvention Lab, this project is investigating the use of commercial parametric models to essentially develop IGEs that can serve as a basis for negotiation (eliminates dependence on contractor data for actions under TINA threshold).

6. DCMD UCA Analysis. SITES SELECTED. DCMDs will analyze the root causes of overage UCAs to determine what actions need to be taken (and by whom, i.e., what organizational level) to improve the process.

EXPECTATIONS?

- What is required by DCMC (HQ, DCMDs and CAOs separately, and in concert) to successfully achieve the FY 97 target? DISCUSSION ITEM.

WHO?

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Right Price - Negotiation Cycle Time

WHAT?

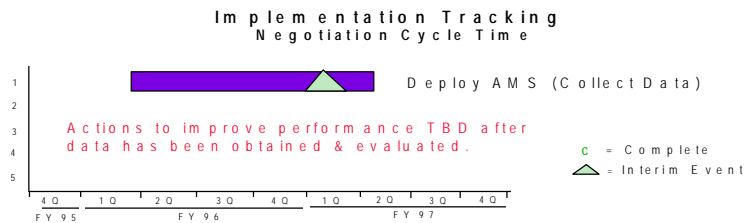
- Performance Indicator: Time from Proposal Receipt to Issuance of Delivery Order or Modification
- Metric Computation: Date Delivery Order or Modification Issued - Date Contractor's Proposal Received
- Metric Type: Indirect Feeder to *Right Price*

WHY?

- Whether definitizing a UCA, negotiating an equitable adjustment for a change order, or issuing a fully priced order, time is the essence. Reducing cycle time is a key goal of many DCMC initiatives as well as Federal and DoD Acquisition Reform efforts.
- FY 97 Performance Target: No target established.
- Improved performance results in lower contract prices, quicker delivery, and more efficient use of procurement funds.
- Current Performance Level: Unknown. This is a new measure that we will begin collecting (automatically) after the Pricing & Negotiation Module of the Automated Metrics System is fielded in January 1997.

HOW?

- The only plan at this time (see extract from DCMC Initiative Tracking System below) is to see how we are doing; this means getting the Pricing & Negotiation Module of the Automated Metrics System fielded. The interim event shown (chart below) is certification of the module's functionality accomplished in late October 1996 (the system works).



- EXPECTATIONS?
- What is required by DCMC (HQ,DCMDs and CAOs separately, and in concert) to successfully achieve the FY 97 target? DISCUSSION ITEM.

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Right Price - Forward Price Rate Agreement (FPRA) Coverage

WHAT?

- Performance Indicator: The percentage of sites, i.e., contractor business segments, that are covered by a FPRA of those that “should” be.
- Metric Computation: Number of sites covered by a FPRA divided by the number of sites where a FPRA would be beneficial.
- Metric Type: Indirect feeder to *Right Price*

WHY?

- Customers consistently say that one of the most important things we can do to help them is to get FPRA in place. Thus, this measure directly addresses our customer’s needs.
- FY 97 Performance Target: 60% FPRA Coverage.
- Improved performance expedites negotiations reducing procurement administrative lead time.
- Current Performance Level: 51% (August 1996).

HOW?

- Districts identified “beneficial” sites where FPRA could be obtained. Commanders made FPRA a priority and discussed plans with ACOs. See “Status” and “Milestones” sections of attached DCMC Initiative Tracking System extracts for more information.

EXPECTATIONS?

- What is required by DCMC (HQ, DCMDs and CAOs separately, and in concert) to successfully achieve the FY 97 target? DISCUSSION ITEM.

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Right Price - Cost Overruns on Major Programs

WHAT?

- Performance Indicator: The percentage of Cost/Schedule Control Systems (CSCS) Covered Contracts that have Cost Overruns.
- Metric Computation: Number of CSCS Covered Contracts that have Cost Overruns divided by the total number of CSCS Covered Contracts.
- Metric Type: Indirect feeder to *Right Price*

WHY?

- Since we are typically located at the contractor's facility when a CSCS covered contract is being performed, it's our responsibility to know that contractors are effectively planning and performing work on these major contracts, or if not, to ensure that the Program office is apprised of the situation. This is our oversight role. The performance measure goes further--the premise is that our role is to help to prevent cost overruns rather than simply know and tell others that it's occurring.
- FY 97 Performance Target: 5% reduction (from FY 96 baseline) in the percentage of CSCS Covered Contracts with Cost Overruns in excess of 10%.
- Improved performance saves procurement funds (and could save a program).
- Current Performance Level: Unknown; data will not be available until May 1997.

HOW?

- Several actions (identified in DCMC Initiative Tracking System extract attached) are planned to help us achieve our goal.

EXPECTATIONS?

- What is required by DCMC (HQ, DCMDs and CAOs separately, and in concert) to successfully achieve the FY 97 target? DISCUSSION ITEM: CAOs must identify areas of project cost/schedule risk and work with program manager and contractor to mitigate this risk.

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Right Price - Dollar Value of Lost, Damaged or Destroyed (LDD) Government Property

WHAT?

- Performance Indicator: The percentage of Government Property in Contractors' Possession that is LDD.
- Metric Computation: Dollar Value (Acquisition Cost) of LDD Government Property divided by the Total Dollar Value of Government Property in Contractors' Possession.
- Metric Type: Indirect feeder to *Right Price*

WHY?

- Our property administration role includes reviewing the contractors' property control systems; the idea is that if we can help contractors to improve their systems, the amount of LDD Government property should decrease.
- FY 97 Performance Target: None established to date; performance measure itself is being evaluated (considering measuring LDD Property rate against an Industry Average).
- Improved performance saves the Government money.
- Current Performance Level: \$1.8 Million LDD (August 1996); this equates to .000005 %.

HOW?

- Several actions (identified in DCMC Initiative Tracking System extract attached) are planned to help us protect Government property from LDD.

EXPECTATIONS?

- What is required by DCMC (HQ,DCMDs and CAOs separately, and in concert) to successfully achieve the FY 97 target? DISCUSSION ITEM.

WHO?

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Right Price - Return on Assets (ROA) of Property Reutilized and Sales Proceeds

WHAT?

- Performance Indicator: The percent of available Government property reutilized plus sales proceeds received.
- Metric Computation: Dollar Value (Acquisition Cost) of property reutilized within the federal Government or donated to state and local agencies plus the amount of sales proceeds for sales of surplus property divided by the total dollar value of property disposed.
- Metric Type: Indirect feeder to Right Price.

WHY?

- The primary goals of our plant clearance process are to maximize reutilization of excess Government property to preclude our customers from having to re-procure property and to maximize sales proceeds which are returned to our customers.
- FY 97 Performance Target: None established to date.
- Improved performance saves the Government money.
- Current Performance Level: 24 Percent (August 1996).

HOW?

- The implementation of the Plant Clearance Automated Reutilization Screening System (scheduled for deployment Command-wide in May 1997) and the revised policies emanating from the FAR property rewrite (scheduled for publication in Spring 1997) should facilitate increasing reutilization of property.

EXPECTATIONS?

- What is required by DCMC (HQ, DCMDs and CAOs separately, and in concert) to achieve successful performance? DISCUSSION ITEM.

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- DCMDI-John Reddinger, ph: 703.767.2792, E-mail: john_reddinger@hq.dla.mil

RIGHT TALENT
Training hours per employee per year compared to industry benchmark.

What?

- This is the top level metric under right talent.
- We are using 84 hours as "benchmark" from the American Society for Training and Development.
 - This is an initial comparison.
 - Benchmark is not perfect for DCMC - it is a start.
- This metric is a cumulative metric starting the first of the FY.

Why?

- This metric, although admittedly not perfect, is the first attempt to compare us with an existing benchmark.
- It represents a recognition that time spent in training is a key factor in ensuring the workforce has the current and future skills to satisfy customer requirements.

How?

- In order to obtain "time spent in training" through an automated mode, PLAS code 217 has been modified to reflect only pure training hours.
- Need to include "formal" training. That means only training for which a DD 1556 is prepared and/or a certificate of completion is issued. Only on-the-job training that is part of a formal training program may be included. Time spent doing computer based training (CBT) may also be included. For example, CBT or videos watched to learn software applications is training. Acquisition Reform Day activities should be considered as training. General meetings to discuss new reform on other issues should not be counted.

Expectations?

- In order to obtain accurate data, each training event needs to be correctly charged to PLAS Code 217.
- We recognize that the FY 97 budget will place some restraints on our ability to provide training this year.

Who?

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- DCMDE, Gary Antaya, (617) 753-4028
- DCMDW, Eli Segura, (310) 335-3189
- DCMDI, Connie McKeon (703)767-1384

RIGHT TALENT
Individual Development Plan (IDP) courses completed percentage

What?

- This is a "feeder" metric to right talent.
- It is calculated by taking the total number of courses completed and listed on an IDP, divided by the total number of courses listed on the IDP. This data will be harvested from DBMS-TS.

Why?

- An IDP that is accurate, budget and time supportable is the key element upon which the entire training process is built.

How?

- Policy letter, 96-36, titled Training Needs Analysis and Quota Usage, dated August 1, 1996, requires supervisors to ensure that the total amount of training identified per employee on the team and for the team in total is supportable both in time and dollars.
- If budgets are reduced, IDPs will need to be revised accordingly.
- These requirements must always be identified correctly in the Database Management System (DBMS).
- When requirements in the DBMS are not accurate, the ability of the District Workforce Development Team to correctly predict requirements and focus on the solid, supportable requirements is greatly hampered.
- DCMDE developed and deployed a course on the IDP process. The course will be deployed in all of East and West in FY 97.

Expectations?

- Our expectation with this metric is to move the training process to a more satisfactory level by changing the paradigm of the IDP as a "wish list" to be "more like a contract."
- Greatly improve our ability to accurately forecast requirements and obtain scarce quotas.
- Since supervisors have ensured that they will be able to support the training with both time and budget, quota usage should increase.
- Completion of correctly identified and obtained training will ensure employees have the skills required to meet customer requirements.

Who?

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RIGHT TALENT
Defense Acquisition University (DAU) quota usage percentage

What?

- This is a feeder metric to right talent
- It is calculated by taking the number of employees graduated, divided by the number of spaces originally allocated.

Why?

- This metric was chosen to provide Command-wide focus to a key metric also closed review by DAU.
- Low quota usage rates result in DAU decrementing our future quota requests.

How?

- Correct identification of quota requirements during the IDP process will help us ensure we are better able to identify and project command requirements.
- Data for this metric is collected and maintained in Army Training Requirement Resources System.

Expectations?

- Supervisors and employees recognize the need for correct identification of requirements, quotas allocated are filled, and the ability of DCMC to obtain the number of quotas required (without decrement by DAU) is greatly improved.

Who?

- HQ, AQOJ, Jan Pandhi, (703) 767-2353
- DCMDE, Gary Antaya, (617) 753-4028
- DCMDW, Eli Segura, (310) 335-3189
- DCMDI, Connie McKeon (703) 767-1384

RIGHT TALENT
Defense Acquisition Workforce Improvement Act (DAWIA) certification percentage

What?

- This is a feeder metric to right talent.
- It is calculated by dividing the number of employees DAWIA certified at the level and career field required for their current position, by the total number of employees requiring DAWIA certification for the level and career field required for their position.
- Certifications in career fields not required for current positions are not counted.

Why?

- Attention to certification requirements under DAWIA helps us ensure that employees meet all the certification requirements.
- Employees that meet education, training and experience standards, help to ensure we have the skills necessary to satisfy our customers.

Expectations?

- Meet DAWIA requirements in a timely fashion.

Who?

- HQ, AQOJ, Jan Pandhi, (703) 767-2353
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RIGHT TIME - PERCENT LINE ITEMS DELIVERED TO ORIGINAL SCHEDULE

WHAT?

- 1.2.2 (b) - Percent Deliveries to Original Schedule Top Level RIGHT TIME Metric.
- Definition: What percentage of line items actually shipped according to the original delivery schedule, adjusted for government causes.
- Computation: How many line items were due to ship this month divided by how many line items that were due this month and actually shipped this month times 100.

WHY?

- New Metric- historical data to be collected and analyzed. ADOPTED BY OSD !!!
- Purpose of performance goal is to increase the number of on-time deliveries.
- FY 97 performance goal is to increase the FY 96 baseline by 5%.
- Current Performance to date is unknown due to lack of data. (Due on January 97 IDRs)

HOW?

- CAO's to attain consistent application of standard surveillance process.
 - Establish consistent metric data flow.
 - Highlight pacing CAOs. Districts provide SAVs.
 - Analyze and report progress aMMRs.
 - Identify and stratify data by government/contractor induced delinquencies.
 - Establish DCMC/Customer joint effort to reduce government causes.

EXPECTATIONS?

- Influence an increase in the percentage of line items delivered to original schedule.
- Increase customer's confidence in DCMC's delivery forecasting accuracy.
- HQ, Districts, CAO's and customers, need to work together and share Best Practices
- Satisfy the Customer

WHO?

DCMC HQ - Wayne E. Easter, AQOG, Ph: (703) 767-3360 DSN: 427

RIGHT TIME - SUPPORTING METRICS and ACTIONS

- **Delay Forecasting - Coverage, Timeliness and Accuracy**
- **Response to Customer Requests for Special Support**
- **ECP Cycle Time (Contractor submittal to PCO approval)**
- **Shipping Document Cycle Time (Ktr request to DCMC issue GBL)**
- **Schedule Slippage on Major Programs (#CS¹ w/slip/# CS²)**
- **Deployment and Use of the ALERTS Program**

RIGHT TIME - On Time Technical Assessments
(Class I ECPs and major waivers/deviations)

WHAT?

- Task 1.2.1.2: Ensure timeliness of DCMC technical assessments of Class I ECPs and major waivers/deviations by providing 100 percent of assessments/recommendations to buying activities and program offices by PCO disposition date. **This performance goal is being reevaluated and may be replaced.**
- Metric portrays the percentage of Class I ECP and Critical/Major Waiver or Deviation assessments/ recommendations that are provided on time to the Buying Activities and/or Program Offices (by PCO Disposition).
- Computation: The percentage is computed by dividing the number of Class I ECPs and Critical/Major (C/M) Waivers and Deviations in the population with a CAO recommendation date prior to or the same as the PCO disposition date, by the total number of Class I ECPs and Critical /Major Waivers and Deviations disposed by the PCO, and multiplying the result by 100.

WHY?

- Providing our Class I ECP and Critical/Major Waiver or Deviation assessments/recommendations on time will help buying activities make better decisions on these ECPs, Waivers or Deviations. These decisions will improve the quality of the technical data packages used in procurement reducing the need to accept products with waivers or deviations. If waivers and deviations are needed, will ensure that only usable product is accepted resulting in fewer occurrences of unusable items..

HOW?

- DCMC/Districts identify driving CAOs.
- CAOs identify root causes
- Lessons learned are disseminated

EXPECTATIONS?

- The desired outcome is to track our ability to support buying agencies in their evaluation of Class I ECPs and Critical/Major Waivers or Deviations by ensuring that assessments/recommendations are provided to Buying Activities and/or Program Offices on time every time. First year target is 100% on time.

WHO?

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